

PART 4



THE FUTURE OF TALENT MANAGEMENT

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The Future of Talent Management: Meanings for organisations and educational delivery

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Learning objectives

The learning objectives of this chapter are as follows:

- To provide an overview of the current academic thinking on the topic of talent management.
- To predict what will happen with the topic from a number of perspectives over the next ten years.
- To suggest a new model for the talent management process that can be used for the development of research topics or in practical application of the talent management process

Introduction

The previous chapters have given a full and well-developed picture of the issues that are current in the development of the talent management process in the hospitality and tourism sectors. The case studies at the end of the book also give examples of practical application of the process in real organisations. This chapter provides you with a final overview of the current thinking on talent management in relation to the research agenda, and organisational development in the hospitality and tourism sector. It also provides some predictions on the likely development of the topic in the next decade.

A summary of talent management

We have seen throughout the book that there are many concepts and issues that underpin the topic of talent management, and that the practical application of the concept in hospitality and tourism business is in its infancy. In order to try to summarise all the issues highlighted in the book and make predictions for the future, a simple model has been created in Figure 16.1. This chapter will consider each of these issues in turn and try to make predictions for the future, on the basis of what has come before in the book. It must be stressed, that like all predictions, they may or may not come true and we will be able to evaluate the outcomes in later editions of the book.



Figure 16.1: The interrelationships of talent management

It can be seen in Figure 16.1 that four main areas will be reviewed – **the research agenda** where there are still many questions, **educational programmes** that underpin the talent management process, **individual career progression**, and finally the **organisational perspective and action**. It is hoped that this division makes the analysis and predictions clearer and easier to comprehend. It appears from the book that there are four interrelated issues that are represented in the diagram. The first ideas on talent management came from the consultancy field and academics developed research programmes following this. As we have seen in the book, academic theory is still being developed and until more empirical research is conducted in real hospitality and tourism organisations, the link to industry will be present but weak. The research interest and the fact that organisations require talent in the area, has meant that universities have embedded talent management in the curriculum, and of course it is the universities and colleges that

provide the talent for the organisations, so there is a strong link there. Individual career progression is a critical part of the talent management process in terms of how organisations can attract and retain talent. Finally, the organisational perspectives and action on talent management are both critical to the process.

Talent management

We have seen earlier in the book that the hospitality and tourism sector has been characterised as being a 'low skill' environment, but what is becoming increasingly clear is that there is a growing need for talent in the sector. The newly recognised skills include a wide range of business and personal skills depending on the type of organisation and the business function. Issues such as diversity, CSR and equality all have a place in the talent management debate (Baum, 2008). We saw that at the moment the hospitality and tourism sector is predominately adopting an exclusive approach in an attempt to attract, develop and retain talented staff. Pricewaterhouse Coopers (PwC) (2007) have suggested that there are three scenarios for the management of talent: the first is the 'blue environment' where the management focus on hard business requirements; the second is the 'green context' where CSR is taken into account which includes issues of inclusion and diversity; and the third scenario is the 'orange world' where the talent is managed in an inclusive manner and engages staff at all levels in the organisation. It recognises and uses the diversity of talents that is available and assumes psychological empowerment in the work place (Lashley,1997). We can question whether workers want to be empowered, or is empowerment another word for getting extra responsibility for the same pay? This new approach needs novel management techniques and new organisational design features to reflect the changing business environment. Other commentators have predicted general trends which are not just specific to hospitality and tourism as follows:

- The global abundance but local scarcity of talent.
- Fewer younger people and more people heading for retirement in some areas of the world. In some parts of world young people make up an increasingly large proportion of the population.
- Differences in attitudes to work across generations but with some common themes such as issues of trust and respect. There are differences, however between cultures and countries.
- More diverse, remote and virtual work forces. This will even have an impact on service industries.
- New methods of working and new relationships between users and suppliers of talent.

Source: Adapted from Ariss *et al.*, 2013.

The importance and value of talent management as a process is something that all commentators agree on, and we have discussed the special nature of the sector in